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**To:** Microsoft ATR  
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**Subject:** Microsoft Settlement

In addition to the various proposals for structural changes in Microsoft's business practices (published Windows price sheets, etc.), please consider the following.

Microsoft should have to divest itself of its programming tools group. It should not be allowed to write, sell, or distribute programming languages and tools for, say, four years. Such a penalty would help check future Microsoft hegemony without the risk of permanently crippling the company.

The new tools programming company would be free to develop Microsoft's programming tools as it sees fit -- hopefully to make them as robust and interoperable and platform-neutral as possible.

Such a sanction would be relatively easy to implement; nor would it be excessively disruptive of Microsoft's ongoing business (while I think Judge Jackson was on the right track splitting the company into separate applications and OS companies, I fear that would have created chaos to Microsoft and, indeed, the software industry as a whole (not to mention all the uncertainties and delays related to determining what exactly is application code and what's operating system code)).

Respectfully,  
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